MULTIMEDIA UNIVERSITY

STUDENT ID NO

MULTIMEDIA UNIVERSITY

FINAL EXAMINATION

TRIMESTER 3, 2022/2023

BAC2694 – MANAGEMENT CONSULTANCY

(All Sections/Groups)

7 OCTOBER 2023
9.00 a.m – 12.00 p.m
(3 Hours)

INSTRUCTIONS TO STUDENT

1. This question paper consists of **TWO** pages (excluding cover page) with **FOUR** questions only.

2. Answer **ALL** questions. All questions carry equal marks and the distribution of the marks for each question is given.

3. Write your answers in the Answer Booklet provided.

Question 1

The University of Darul Ehsan (the University) has recently bought a disused freehold factory adjacent to its campus. The University wants to expand and has received planning permission to demolish the factory and construct an engineering workshop and classrooms for teaching purposes. They are now concerned with how to finance the expansion. They came to you to ask on estimating their financing needs as well as options to raise funds.

Required:
Prepare a project charter detailing the following:

a) Client's requirement (6 marks)
b) Approach (6 marks)
c) Key deliverables (6 marks)
d) Milestones (3 marks)
e) Key personnel's functions (4 marks)

(Total: 25 marks)

Question 2

Pharmforyou is a biotechnology company who is thinking of expanding their operations to Australia. The operations in Australia will be focused on developing the sales channels as well as developing market awareness of their brand and products. Before determining their investment in this project, they have hired your consultancy firm to run a feasibility study. You have decided to organise your team as follows:

- **Business development team:**
  - Identify sales channels and contract requirements
  - Identify business development team requirements
  - Evaluate feasibility of sales channels development
- **Market Analysis Team:**
  - Conduct a competitor analysis
  - Identify promotion channels
  - Recommend promotion strategies
- **Finance team:**
  - Identify the cost components and source quotations
  - Identify funding sources options
  - Develop a budget and cash flow projections

Continued...

The findings and recommendations from all the teams will be combined in a single report and presented to the clients. They were given TWO months to complete the project.

Required:
Prepare the following:
a) Work breakdown structure (10 marks)
b) Gantt Chart (15 marks)

(Total: 25 marks)

Question 3

Mr Tan is a small business owner who is thinking of expanding his business. However, he is wondering whether he should expand as his business is doing well now but he is not sure he can manage a larger business. Expanding would require a huge investment and he is not sure if he should take the risk. He met you through and acquaintance and would like to know what are the kinds of issues he should be worried about and how can you help him if he decides to expand.

Required:
Show Mr Tan what are the differences between small and big business concerns and the kind of consultancy you can provide.

(25 marks)

Question 4

You have just met Ms Yan, a restaurant owner who agreed to hire you for a strategic consultancy. During your discussion, you have agreed on the following points.

- The objective of the consultancy is to reduce cost and generate more revenue to enhance profitability
- Conduct a SWOT, financial analysis and a competition analysis.
- Conduct training for company members to improve the cost structure and revenue streams
- Your team will include finance, marketing, food and beverage expertise as well as one administrative staff.
- The contract will be performance based fee with cost savings and revenue increase as the determinants.

You have not yet negotiated the compensation and cost reimbursement terms.

Required:
Prepare a memo to follow up after the meeting.

(Total: 25 marks)

End of Paper.